CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

JOINT DEPLOYMENT and DISTRIBUTION PROCESS IMPROVEMENT

REFERENCES:

  a. CJCS 082255Z May 1996, "Joint Endeavor Deployment Lessons Learned"

  b. CJCSI 5711.01, 1 March 1999, "Policy on Action Processing"

  c. Joint Publication 1-02, "DOD Dictionary of Military and Associated Terms," as Amended Through 24 January 2000

1. <u>Purpose</u>. This instruction provides policies and procedures for identifying, developing, reviewing, approving, and implementing improvements to the joint deployment and distribution process for the US Armed Forces. The United States must ensure the capability to rapidly and efficiently deploy and sustain forces globally to support NCA objectives. In accordance with reference a, an enhanced deployment process and operational capabilities are a priority. Joint deployment and distribution process improvement (JDDPI) must include better doctrine, training, plans, exercise, and lessons-learned processes, as well as integration with other process initiatives such as the Joint Warfighting Capabilities Assessment (JWCA)/Joint Requirement Oversight Council (JROC) process, Joint Monthly Readiness Review (JMRR), Joint After-Action Reporting System (JAARS), Remedial Action Project Program (RAP), and Joint Universal Lesson Learned System (JULLS). Better joint deployment and distribution processes support Joint Vision 2020's template for dominant maneuver and the tenets of focused logistics. The goal is to continuously enhance the joint deployment and distribution capabilities of the US Armed Forces while optimizing use of available resources, improving interoperability, and adapting to a changing environment.

2. Cancellation. CJCSI 3202.01, "Deployment Process Improvement" is canceled.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, combat support agencies, and joint and combined activities.

4 Policy. The Chairman of the Joint Chiefs of Staff is charged to assess and improve the readiness of the DOD deployment and distribution systems. In these duties, the Chairman also represents the CINCs as a spokesman on operational deployment and distribution requirements. The responsibilities include identifying, reviewing, and jointly prioritizing deployment and distribution improvement initiatives and programs to meet requirements identified by the combatant commands, Services, and agencies. Operational deployment and distribution initiatives will be implemented or deficiencies resolved by nonmaterial means (i.e., changes in doctrine, tactics, training, or organization) where possible. When deployment and distribution initiatives or deficiencies cannot be implemented or resolved with nonmaterial means, solutions will be identified and evaluated for nomination to appropriate Defense, Service, or selected joint programs. The Chairman will act to resolve competing requirements with respect to joint deployment and distribution. Emphasis will be placed on ensuring interoperability, pursuing opportunities for joint or multi-Service applications, eliminating unnecessary duplication, and promoting economies of scale and unity of effort.

5. Procedures

    a. Operating Process. The operating process will function commensurate with responsibilities outlined in Enclosure A. Combatant commands, Services, combat support agencies, Joint Staff directorates, and other joint or combined agencies may nominate and develop JDDPI initiatives.

        (1) Initiatives addressing the joint deployment process will be submitted to USJFCOM Joint Deployment Process Owner (JDPO), USJFCOM J42. USJFCOM JDPO will work with the submitting organization to ensure the initiative is properly structured and defined before submission in the JDDPI database per Enclosures A and B. USJFCOM JDPO, in coordination with the Joint Staff, J-4, Deployment Division, and the Joint Planning and Execution Community (JPEC), will prioritize joint deployment process improvement initiatives and assist in assigning an office of primary responsibility from one of the combatant commands, Services, Defense agencies, or Joint Staff directorates to lead

work on the initiative. The office of primary responsibility, in accordance with Enclosures B and C of this instruction will provide updates to assigned initiatives. Tasking and coordination will be in accordance with reference c.

(2) Initiatives addressing the joint distribution process will be submitted to Joint Staff, J-4, Deployment Division, as the Joint Staff office of primary responsibility for both joint deployment and joint distribution process improvement. Joint Staff, J-4, Deployment Division, will work with the submitting organization to ensure the initiative is properly structured and defined prior to submission in the JDDPI database per Enclosures B and C. Joint Staff, J-4, Deployment Division, in coordination with the JPEC, will prioritize joint distribution process improvement initiatives and assist in assigning an office of primary responsibility from one of the combatant commands, Services, combat support agencies, or Joint Staff directorates to lead work on the initiative. The office of primary responsibility, in accordance with Enclosures B and C of this instruction, will provide updates to assigned initiatives. Tasking and coordination will be in accordance with reference b.

(3) The Joint Staff, J-4, Deployment Division, in coordination with USJFCOM JDPO and the JPEC will conduct quarterly meetings (conference or senior officer video teleconference) for deployment and distribution process improvement. Meetings will be used to nominate and review new initiatives for action, assign offices of primary responsibility to develop and staff accepted initiatives, update and review ongoing actions, evaluate potential recommendations and implementation plans to close actions, and collaboratively develop near- and long-term plans for process improvement and horizontal integration within the JPEC.

   b. Coordination Process. Coordination will be in accordance with reference b. Coordination gives interested and affected organizations an opportunity to contribute to and comment on joint actions. Early involvement of all concerned organizations is crucial to full development of an issue.

(1) Coordination with the Combatant Commands. Requests for coordination from the combatant commands normally will be sent via transmittal memorandum to the appropriate CINC staff office. Actions involving the Joint Staff Form 136 process will be announced by the most expeditious method, e.g., electronic mail, fax, phone call, or message.

(2) <u>Coordination with the Services</u>. Requests for coordination from the Services will normally be sent via transmittal memorandum through established joint action channels: Service Joint Action Control Offices (JACOs) to Service planners.

(3) <u>Coordination with Combat Support Agencies</u>. When a combat support agency has an interest in an action, that agency will be included in the coordination process as an addressee on the transmittal memorandum. The same procedures used by the Services and combatant commands will be used for staffing and issue resolution.

c. <u>Deployment and Distribution Action Tracking Process</u>. Joint actions identified for the improvement of the joint deployment and distribution process will be tracked by the Joint Staff, J-4, Deployment Division. Actions may come from organizations such as the combatant commands, Joint Staff, Services, combat support agencies, or from programs such as JWCA/JROC, JMRR, RAP program, or JULLS. Enclosure B contains details for submission and tracking of JDDPI initiatives. Enclosure C contains JDDPI submission/report formats. The database will be used to allow all participants to review proposed initiatives/solutions, milestones, coordination, and estimated completion dates

6. <u>Responsibilities</u>. See Enclosure A.

7. <u>Summary of Changes</u>. This is the first revision of CJCSI 3202.01. The instruction outlines the mission, responsibilities, and procedures for the Joint Staff, in coordination with the combatant commands, Services, combat support agencies, and other joint or combined activities to effect JDDPI. This instruction has been changed to reflect the inclusion of distribution, changes to the JDDPI database, and the recent establishment of the JDPO and the Force Projection Working Group (FPWG).

8. <u>Releasability</u>. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--http://www.dtic.mil/doctrine. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

9. Effective Date.   This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

C.W. FULFORD, JR.
Lieutenant General, U.S. Marine Corps
Director, Joint Staff

Enclosures:
   A - Responsibilites
   B - Joint Deployment & Distribution Process Improvement Database
   C - Joint Deployment & Distribution Process Improvement Database
        Formats
   D - Glossary

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DISTRIBUTION

Distribution A, B, C, J and S plus the following:

<u>Copies</u>

Commandant, United States Coast Guard	5
Commander, United States Air Force Air War College	5
Commandant, United States Army War College	5
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President, Marine Corps University	5
President, National Defense University	5
President, Naval War College	5
United States Air Force, Air Mobility Command	10
United States Army, Forces Command	10
United States Army, Military Traffic Management Command	10
United States Navy, Military Sealift Command	10

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ENCLOSURE A

RESPONSIBILITIES

1. <u>JPEC</u>

a. In support of USJFCOM JDPO and Joint Staff, J-4, respectively, refine the joint deployment and distribution processes, as well as associated relationships and technologies to improve efficiency and collaborative decision making within the JPEC.

b. Continuously work to enhance the deployment and distribution capabilities of the US Armed Forces.

c. Increase deployment and distribution process efficiency by harmonizing capabilities, doctrine, personnel, and equipment.

d. Strengthen processes in wartime, peacetime, and crisis.

e. Improve the interoperability and efficiencies of deployment and distribution capabilities.

2. <u>Joint Staff</u>

a. Oversee, coordinate, and implement joint deployment and distribution process policy and programs. The Director for Logistics (J-4) is designated the OPR for the management and administration of these functions. An operational focus is essential to the effort and will be maintained through coordination with the Director for Operations (J-3).

b. Charter, task, facilitate, and participate on process improvement teams and/or study groups to address and resolve deployment and distribution deficiencies and develop and implement initiatives improving these processes.

c. Coordinate and integrate actions with the JWCA/JROC process, JMRR, JAARS, RAP program, JULLS, and others as appropriate.

d. Administratively maintain and track JDDPI/deficiencies and the development and implementation of approved solutions. Provide periodic updates to all stakeholders and distribute approved solutions and initiatives to the JPEC and appropriate programs.

3. <u>USJFCOM (JDPO)</u>

a. Serve as DOD Executive Agent for managing joint deployment and redeployment process improvements.

b. Lead DOD collaborative efforts to improve the deployment and redeployment processes, including prioritization of process improvement efforts.

c. Implement and comply with the policies and directives of the Secretary of Defense.

d. Ensure proper coordination among the Military Departments, combatant commands, Joint Chiefs of Staff, Joint Staff, Office of the Secretary of Defense, Defense agencies, and DOD field activities, as appropriate, for the process owner.

e. Issue directives to other DOD components and take action on behalf of the Secretary of Defense to the extent authorized for the process owner.

f. Make recommendations to the Secretary of Defense through the Chairman for actions regarding deployment process improvement, including the manner and timing of these actions.

4. <u>Combatant Commands</u>

a. Identify and prioritize JDDPI initiatives. Initiatives addressing joint deployment process improvement will be submitted to USJFCOM JDPO with information copy to the Joint Staff, J-4, and JPEC. Initiatives addressing the joint distribution process improvement will be submitted to the Joint Staff, J-4, with information copy to the JPEC. Upon review by the appropriate lead agency, USJFCOM, JDPO, or the Joint Staff, J-4, the initiative will be entered into the JDDPI data base in accordance with this instruction.

b. Provide input from theater deployments relating to exercises, crises, contingencies, and war using existing reports or as new initiatives.

c. Provide staff action officer and senior officer participation in the development, review, implementation, and evaluation of deployment and distribution process improvement initiatives. Per reference a, an operational focus is essential to this effort. An appropriate mix of operations, logistic policy, and information systems expertise will be

necessary to work the issues at all levels. As a minimum, one operations and one logistic officer are requested to participate in these efforts.

d. Advocate and integrate deployment and distribution improvement activities and solutions within the JWCA/JROC process, JMRR, JAARS, RAP program, JULLS, and the CINCs integrated priority list (IPL).

5. Services

a. Identify and prioritize deployment and distribution improvement initiatives. Initiatives addressing joint deployment process improvement will be submitted to USJFCOM JDPO with information copy to the Joint Staff, J-4, and JPEC. Initiatives addressing joint distribution process improvements will be submitted to the Joint Staff, J-4, with information copy to the JPEC. Upon review by the appropriate lead agency, USJFCOM JDPO or the Joint Staff, J-4, the initiative will be entered into the JDDPI data base per paragraph 5, of this instruction.

b. Provide input from deployments during exercises, crises, contingencies, and war using existing reports or as new initiatives.

c. Provide staff action officer and Service planner participation in the development, review, implementation, and evaluation of deployment and distribution process initiatives. Per reference a, an operational focus is essential to this effort. An appropriate mix of operations, logistic, policy, and information systems expertise will be necessary to work the issues at all levels. As a minimum, one operations and one logistic officer are requested to participate in these efforts.

d. Integrate approved solutions to deployment and distribution deficiencies in defense acquisition programs or initiate new defense acquisition programs when necessary.

e. Advocate and integrate deployment and distribution improvement activities within the JWCA/JROC process, JMRR, JAARS, RAP program, and JULLS.

6. Combat Support Agencies

a. Identify and prioritize deployment and distribution improvement initiatives. Initiatives addressing joint deployment process improvement will be submitted to USJFCOM JDPO with information copy to the Joint Staff, J-4, and JPEC. Initiatives addressing the joint distribution process improvement will be submitted to the Joint Staff, J-4, with information copy to the JPEC. Upon review by the appropriate lead agency,

USJFCOM JDPO or the Joint Staff, J-4, the initiative will be entered into the JDDPI data base per paragraph 6 of this CJCSI.

   b. Provide input from theater deployments during exercises, crises, contingencies, and war using existing reports or as new initiatives.

   c. Provide staff action officer and senior officer participation in the development and review of solutions to deployment and distribution deficiencies as appropriate.

   d. Advocate and integrate deployment and distribution improvement activities with the JWCA/JROC process, JMRR, JAARS, RAP program, and JULLS.

7. <u>FPWG</u>

   a. The FPWG is co-chaired by O-6 representatives from the Director for Operations, J-3, and the Director for Logistics, J-4. The group exercises those responsibilities defined in the Global Command and Control (GCC) Management Structure (CJCSI 6721.01) for all areas relating to force projection.

   b. Support the GCC General/Flag Officer Advisory Board through the GCC Review Board to provide insight and advice to the GCC Management Structure on operational support issues, concerns, and impacts.

   c. Serve as the primary body for identifying, consolidating, validating, documenting, prioritizing, and reviewing the implementation of force projection requirements for the Global Command and Control System (GCCS) in accordance with the GCCS Functional Requirements Evaluation Procedures (CJCSM 6721.01) and the GCC Management Structure (CJCSI 6721.01).

   d. Identify command, Service, and agency systems, models and data bases that can be employed or interfaced to satisfy force projection requirements.

   e. Identify, validate, and document functional training requirements in accordance with guidance from the GCC Training Working Group and the Single Service Training Manager. Review applicable user training to ensure consistency with joint core competencies.

   f. Identify changes to joint doctrine, policy, and procedures necessary to support the incorporation of new force projection requirements into the GCCS.

8. Other Joint and Combined Activities

    a. Identify and prioritize deployment and distribution improvement initiatives. Initiatives addressing joint deployment process improvements will be submitted to USJFCOM JDPO with information copy to the Joint Staff, J-4, and JPEC. Initiatives addressing joint distribution process improvements will be submitted to the Joint Staff, J-4, with information copy to the JPEC. Upon review by the appropriate lead agency, USJFCOM JDPO or the Joint Staff, J-4, the initiative will be entered into the JDDPI data base per paragraph 5, of this instruction.

    b. Provide input from theater deployments during exercises, crises, contingencies, and war using existing reports or as new initiatives.

    c. Provide staff action officer and senior officer participation in the development and review of solutions to deployment and distribution deficiencies as appropriate.

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ENCLOSURE B

JOINT DEPLOYMENT AND DISTRIBUTION PROCESS IMPROVEMENT
DATABASE

1. <u>Purpose</u>. This Enclosure outlines procedures for submission, development, and tracking of initiatives for improvement of the joint deployment and distribution processes.

2. <u>Responsibilities</u>. Members of the JPEC (combatant commands, Services, combat support agencies, Joint Staff, and other joint and combined activities) are responsible for identifying, developing, reviewing, validating, and approving improvements to the deployment and distribution processes for US Armed Forces.

3. <u>Method of Submission</u>. Initiatives for improving the joint deployment and distribution processes will be submitted by JPEC participants in an electronic format via SIPRNET. The SIPRNET address for submission is DJ9J4DD. Initiatives will be coordinated and integrated with the JWCA/JROC process, JMRR, RAP program, JULLS, and others as appropriate.

4. <u>General Rules for Submissions</u>. The following procedures apply to all submissions.

   a. <u>Stand Alone</u>. Each submission must stand alone (i.e., it must make sense without reference to any other submission or to any other document and must be a separate and searchable database entry).

   b. <u>Acronyms</u>. All acronyms and abbreviations must be spelled out the first time they are used in each submission.

   c. <u>Language</u>. Each submission should be written so that it can be understood and properly interpreted by personnel from all Services and all theaters.

   d. <u>Submission Categories</u>. Submissions will be categorized into the following categories:

      (1) Training/Doctrine.

      (2) C4 Systems/Data.

      (3) Crisis Action Planning and Execution.

(4) Predeployment activities.

(5) Movement to an activities at the Port of Embarkation (POE).

(6) Movement to the Port of Debarkation (POD).

(7) Joint Reception, Staging, Onward Movement, Integration (JRSOI).

(8) Redeployment/Retrograde.

(9) Global Distribution.

(10) Joint Theater Distribution.

5. <u>Format</u>. Submissions will be formatted as shown in Enclosure C.

ENCLOSURE C

JOINT DEPLOYMENT AND DISTRIBUTION PROCESS IMPROVEMENT
DATABASE

1. Establishing a User Identification Account. All users desiring access
to the JDDPI database should log on to the Joint Staff, J-4, Deployment
Division SIPRNET homepage
(http://nmcc20a.nmcc.smil.mil/~dj9j4dd/pages/dpsag_home.html).
Scroll down the left side of the screen to the JDDPI database. After
double clicking on the JDDPI database, Figure C-1 will give the user the
option of applying for a password or gaining access to the database if the
individual is already an authorized user.

Figure C-1

To apply for a logon and password, complete Figure C-2 and submit the request electronically.
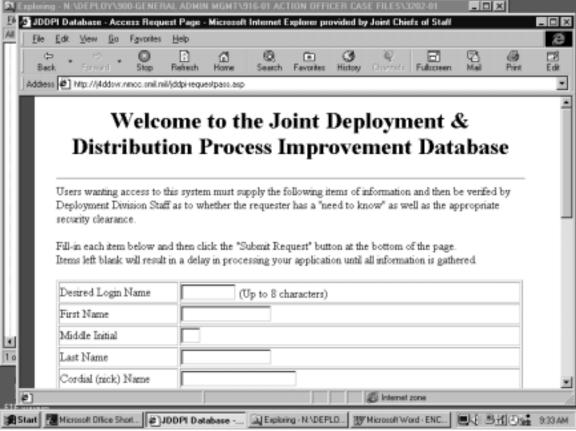

Figure C-2

2. <u>LOGIN</u>.   Upon review of requests for access, Joint Staff, J-4, Deployment Division, will establish a USERID and forward notification to the user. Login to the Joint Deployment and Distribution Improvement Actions Submission and Tracking System can then be accomplished by entering Figure C-2.

3. <u>JDDPI Database</u>. After successfully logging onto the JDDPI data base users will then be able to select from the menu in Figure C-3.
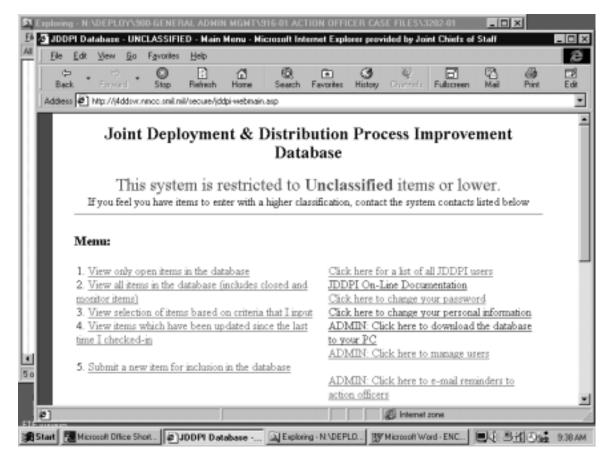
Figure C-3

4. <u>New Item Submission</u>. Figure C-4, displays the primary screen for entering new initiatives into the JDDPI database.
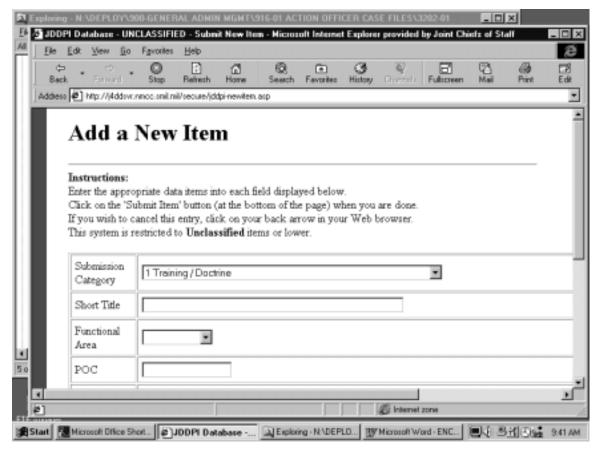
Figure C-4

a. <u>Submission Categories</u>. This window allows the user to identify the submission category using scroll down menus.

b. <u>Short Title, Classification, and Comment</u>. The user will enter a short title for the initiative, the security classification for the initiative, and accompanying details. The comment box should contain a short, concise statement on what impact a current deficiency has on the command, Service, or agency or the positive impact the initiative will provide the JPEC.

c. <u>Functional Area, POC, Agency, Phone #, Fax #, and E-mail</u>. Users fill out appropriately.

d. <u>Submit Item</u>. When the user has completed entering and reviewing the data, click on the submit item button in the lower left corner. Upon clicking on the submit item button, the computer will assign a tracking number to the initiative.

5. Updating an Item. An item can be updated by drilling down on the initiative tracking number and completing the update. Figure C-5 allows the user to update an initiative. The update screen allows the primary POC a means to keep information on their assigned initiatives current. Other users may use this area to provide input on the topic.

Figure C-5

6. Questions about the JDDPI database can be sent via e-mail to dj9j4dd@nmcc20a.20a.nmcc.smil.mil (via SIPRNET), or telephone, DSN 224-7217/224-7219, commercial (703) 614-7217.

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GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

CINCs	Commanders in Chief, Combatant Commands
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
DOD	Department of Defense
FPWG	Force Projection Working Group
GCC	Global Command and Control
GCCS	Global command and Control System
IPL	integrated priority list
JAARS	Joint After-Action Reporting System
JACOs	Joint Action Control Offices
JDDPI	Joint Deployment and Distribution Process Improvement
JDPO	Joint Deployment Process Owner
JMRR	Joint Monthly Readiness Review
JPEC	Joint Planning and Execution Community
JROC	Joint Requirement Oversight Council
JRSOI	Joint Reception, Staging, Onward Movement, and Integration
JULLS	Joint Universal Lesson Learned System
JWCA	Joint Warfighting Capabilities Assessment
NCA	National Command Authority
POC	point of contact
POD	point of debarkation
POE	point of embarkation
RAP	Remedial Action Project
SIPRNET	Secret Internet Protocol Router Network
USJFCOM	US Joint Forces Command

GLOSSARY

PART II -- DEFINITIONS

<u>Deployment</u>. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas. (Joint Pub 1-02).

<u>Distribution</u>. Distribution is the operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the CINC.

<u>Distribution System</u>. That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military material between the point of receipt into the military system and the point of issue to using activities and units.

<u>Joint Operation Planning and Execution System</u>. A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: Joint Operation Planning System and Joint Deployment System. It provides the foundation for conventional command and control by national- and theater-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations. Also called JOPES. (Joint Pub 1-02)

<u>Joint Planning and Execution Community</u>. Those headquarters, commands, and agencies involved in the training, preparation, movement, reception, employment, support, and sustainment of military forces assigned or committed to a theater of operations or objective area. It usually consists of the Joint Staff, Services, Service major commands (including the Service wholesale logistics commands), unified commands (and their certain Service component commands), subunified commands, transportation component commands, joint task forces (as applicable), Defense Logistics Agency, and other Defense agencies (e.g., Defense Intelligence Agency) as may be appropriate to a given scenario. Also called JPEC. (Joint Pub 1-02)